



**STRATEGIC PLAN  
2021- 2024**

**Open Arms Initiative  
at  
Saint Hilary School**

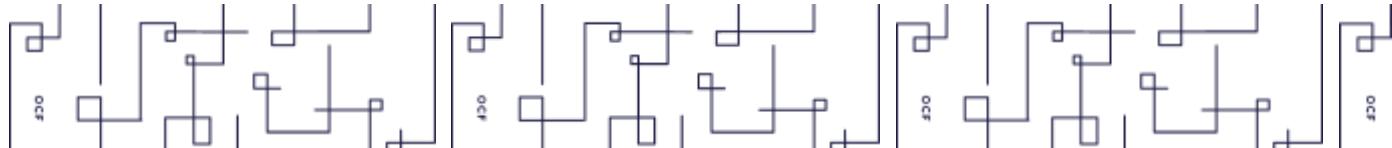




## OUR NORTH STAR:

To honor the Catholic virtues of dignity and solidarity by being an equitable, inclusive, diverse, and culturally intelligent Catholic community where all people belong.

Saint Hilary School believes that honoring the virtues of dignity and solidarity according to the themes of Catholic Social Teaching, requires us to embrace diversity, equity, inclusion, and social justice.



# WE ARE CALLED

## A LETTER TO THE SAINT HILARY SCHOOL COMMUNITY

At Saint Hilary School, we strive to honor the virtues of dignity and solidarity in accordance with Catholic Social Teaching. We believe that Catholic Social Teaching calls us to embrace the values of *diversity* (the range of attributes and identifying characteristics that make each person unique), *equity, inclusion* and *social justice*.\* By living out these themes of Catholic Social Teaching, we embody our Catholic Identity and can pursue justice and peace.

This work goes beyond the moral imperative, however: a focus on the virtues of dignity of the human person and solidarity requires us to address diversity, equity and social justice. We are called to develop a culture of inclusion and belonging that benefits everyone in our community.

There is an established and growing body of research that confirms students who learn in diverse environments perform better academically, have higher levels of self-efficacy, and gain greater understanding of varying viewpoints. Exposure to different social perspectives and cultural knowledge expands one's thinking and demands more complex cognitive reasoning. Further, When schools are equitable, and have racial and socioeconomic diversity in the classroom, students show improvements in cultural intelligence, improvements in attendance rates, and improvements in emotional intelligence.

By honoring dignity and solidarity and focusing on diversity, equity and social justice, Saint Hilary School can better prepare students for an increasingly global economy, build confidence, foster creativity, promote empathy and reduce prejudice.

The goals described in this Strategic Plan are bold; to achieve them, we must challenge ourselves spiritually and intellectually. We must be willing to experience the discomfort that growth and change often bring.

As Catholics, we are called to do the work to achieve equity and social justice, live by the teachings of Christ Jesus, and build a community that embraces, celebrates, and honors the full diversity of humanity. We must remember that all of us are made in the image and likeness of God, and as such, are to be honored, celebrated, and respected.

Many members of the Saint Hilary community participated in the creation of this Strategic Plan. Together with you all, we are excited to answer the call for Saint Hilary School to more fully honor the virtues of dignity and solidarity and become a more fully **equitable, inclusive, diverse, and culturally intelligent Catholic community where all people belong**.

May God bless you.



**DR. MARIE BORDELEAU**  
PRINCIPAL,  
SAINT HILARY SCHOOL



**FR. ROGER GUSTAFSON**  
PASTOR, SAINT HILARY  
CHURCH AND SCHOOL

- \*see below for additional key *definitions*

## **STRATEGIC PLAN STRUCTURE**

We use the following concepts and terminology in this Plan:

## **North Star**

Our “North Star” is our guide. It is a description of the end state we hope to achieve for Saint Hilary School.

## **Strategic Pillars**

A “Strategic Pillar” describes an area of focus in a specific time period. We selected the Strategic Pillars in this plan because we believe they are the areas where we have the best opportunity to make meaningful progress toward our North Star in the next three years. While the specific Objectives and Key Results under each may evolve in the next few years, the Strategic Pillars should not change until the next Strategic Plan is created.

## **Objectives**

An Objective is a description of a strategic goal, designed to make progress toward the North Star.

## **Key Results**

Key Results are the specific, quantifiable descriptions of results we can measure in order to have a way to determine whether, and to what degree, we have achieved an objective. They describe outcomes, not activities, and they include a specific date by which we aim to achieve each result.

## **Tactical Plans**

The Strategic Plan does not include a description of the specific initiatives and actions that will need to happen in order to achieve our Objectives. These require shorter-term, tactical plans that will need to be created and adjusted according to the current environment, most likely multiple times during the 3-year time horizon of this plan. As a result, this plan articulates the outcomes (the “what”) but does not prescribe the way to achieve them (the “how”). We trust the school leadership, the committee, and the members of the community to identify and take the appropriate actions to achieve these outcomes.

## OUR VALUES

We define our key values as follows:

### Dignity.

Dignity means the state or quality of being worthy of honor or respect. The Catholic Social Teaching principle of Life and Dignity of the Human Person is rooted in our belief that every person is created in God's image. Every human being is created in the image of God and redeemed by Jesus Christ, and therefore is invaluable and worthy of respect as a member of the human family. Human dignity comes from God, not from any human quality or accomplishment.

### Solidarity.

Solidarity means recognising others as our brothers and sisters and actively working for their good. The Catholic Social Teaching principle of Solidarity requires us to pursue peace and justice, we are one human family whatever our national, racial, ethnic, economic, and ideological differences. We are our brothers' and sisters' keepers, wherever they may be and we are called to love our neighbors.

### Diversity.

Diversity means the range of attributes and identifying characteristics that make each person unique (including race, gender, nationality, learning style, ability, sexual identity and orientation, religion, and socio-economic status). No individual is "diverse", but a community can be. "Diversity" describes the existence of variety within a group.

### Equity.

Equity is an approach that recognizes the unique circumstances of individuals, and allocates resources and opportunities accordingly in order to reach a just outcome. Equity is not the same as *equality*. Equality treats every person in the same way, disregarding the specific needs and/or situations of individuals.

### Social Justice.

Social Justice is a concept grounded in the belief that all people are made in the image of God and each deserves equitable economic, political, and social rights and opportunities. This belief compels us to do work necessary to ensure that our community institutions and systems are creating just outcomes for all community members.

## **Inclusion and Belonging.**

Inclusion describes the actions we take to intentionally, deliberately, and proactively engage all community members. Belonging describes a person's sense of being valued, safe, empowered, supported, and affirmed within a community. A member of a community experiences belonging when they can show up as their authentic self without fear of negative consequences.

Without a culture of Inclusion and Belonging, our efforts to reap the benefits of diversity will ultimately fail. The mere presence of members of underrepresented groups alone will not create a lasting and positive change unless those people feel they truly belong.

## STRATEGIC PILLARS

# Educate. Develop. Diversify.

Our three strategic pillars define where we will focus our efforts to move closer to our **North Star**: To honor the Catholic virtues of dignity and solidarity by being an equitable, inclusive, diverse, and culturally intelligent Catholic community where all people belong.

### Educate our Community

We will help our community understand how Catholic Social Teaching forms the foundation for our work and supports the values of diversity, equity, and social justice at Saint Hilary School.

#### WE WILL:

**ARTICULATE OUR UNDERSTANDING** of how the values of diversity, equity, and social justice are supported by the themes of Catholic Social Teaching.

**TEACH OUR COMMUNITY** how the values of diversity, equity, and social justice at Saint Hilary School support a culture of inclusion and belonging.

**PROVIDE TARGETED EDUCATIONAL OPPORTUNITIES** to our community, enabling those who are interested to learn more about the topics of diversity, equity, and social justice.

### Develop our Faculty & Staff

We will partner with and invest in our teaching faculty and our staff to provide necessary professional development and ongoing programmatic support to ensure their success with this work.

#### WE WILL:

**ESTABLISH A CONSISTENT APPROACH AND LANGUAGE** for how to talk and teach about diversity, equity, and social justice, in support of a culture of inclusion and belonging at Saint Hilary School.

**PROVIDE TRAINING & RESOURCES** to ensure our faculty and staff have a clear understanding of the value of diversity, equity, and social justice in education, and can skillfully address these issues.

**ASSESS AND REMEDIATE OUR CURRICULUM** to incorporate greater diversity and create educational benefits for all students.

### Diversify our Community

We will increase the diversity in our community, in support of a culture of inclusion and belonging, while maintaining the standards of excellence and culture of Saint Hilary School, in order to create a better education and a richer community for all.

#### WE WILL:

**INVEST IN FACULTY AND STAFF** hiring, retention, and development programs designed to secure an increasingly diverse teaching faculty and staff.

**BUILD DIVERSITY IN OUR STUDENT BODY** to better reflect the population in our immediate community.

**INCREASE DIVERSITY IN VOLUNTEER LEADERSHIP** so that these teams benefit from more diverse perspectives and representation to support a culture of inclusion and belonging.

# Educate.

These are the specific objectives for our strategic focus on **educating our community**, the key results by which we will measure our success, and the dates we aim to achieve those results.

## **OBJECTIVE:**

**Saint Hilary School has articulated how the seven themes of Catholic Social Teaching, specifically the themes of dignity and solidarity, support the values of diversity, equity, and social justice.**

## **KEY RESULTS:**

1. We have published a statement with our interpretation of how the seven themes of Catholic Social Teachings support diversity, equity, and social justice initiatives in our community. (Target date: 11/15/21)
2. We have completed a baseline measurement of our community's understanding of how the themes of Catholic Social Teaching support the values of diversity, equity, and social justice. (Target date: 04/30/22)
3. We have provided at least two resources (presentations, discussions, and/or other resources) to our community demonstrating how the themes of Catholic Social Teaching support the values of diversity, equity, and social justice. (Target date: 05/15/22)

## **OBJECTIVE:**

**Members of the Saint Hilary community have a clear understanding of how the school's values of diversity, equity, and social justice support a culture of inclusion and belonging**

## **KEY RESULTS:**

1. We have incorporated the values of diversity, equity, and social justice into the language, communications, and activities of our community (including registration and enrollment materials, parent handbook, student learning expectations, TPA messaging and activities). (Target date: 04/15/22)
2. At least 80% of parents and 80% of students indicate they have an increased understanding of the values of diversity, equity, and social justice at Saint Hilary School. (Target date: 06/30/22)

## **OBJECTIVE:**

**The Saint Hilary School community has opportunities to participate in activities and training on diversity, equity and/or social justice in support of a culture of inclusion and belonging.**

## **KEY RESULTS:**

1. We have completed an understanding of what our community is most interested in learning regarding diversity, equity, and/or social justice. (Target date:04/30/22)
2. We have developed programming for our community on the topics of diversity, equity, and social justice (including curated reading lists for each grade level and adults, available seminars, and a schedule of town hall meetings and activities during the year). (Target date:05/15/22)
3. We have offered developmentally appropriate programs on the topics of diversity, equity, and social justice to Saint Hilary School students and parents. (Target date: 06/30/22)

# Develop.

These are the specific objectives for our strategic focus on **professional development** of faculty and staff, the key results by which we will measure our success, and the dates we aim to achieve those results.

## **OBJECTIVE:**

**Faculty and staff have a clear understanding of the value of diversity, equity, and social justice in education, and the skills to competently address these issues.**

### **KEY RESULTS:**

1. 100% of faculty and staff have completed assigned training in diversity, equity, and social justice. (Target date: June 2022- August 2022)
2. Saint Hilary has established a plan for ongoing (at a minimum annual) training and professional development opportunities on the topics of diversity, equity, and social justice. (Target date: June 2022)
3. 70% of all faculty and staff express increased confidence in their preparedness to discuss issues such as racism, sexism, equity, and social justice (Target date: June 2022)

## **OBJECTIVE:**

**Faculty and Staff have skills to develop diverse curricula that address issues of equity and social justice.**

### **KEY RESULTS:**

1. 100% of teaching faculty have completed assigned training designed to give them the skills to develop diverse curriculum that addresses equity and social justice, and to assess the diversity of their existing curriculum and teaching materials (Target date: June 2022)
2. 100% of the teaching staff have conducted a review of their curriculum and lesson plans and identified opportunities to improve diversity, and to address issues of equity and social justice (Target date: June 2022- September 2022)
3. 100% of teaching staff have revised and/or added to their curriculum resulting in better diversity and addressing issues of equity and social justice (Target date: June 2022 - September 2022)

## **OBJECTIVE:**

**Saint Hilary has a consistent language and approach to education about diversity, equity, and social justice in support of a culture of inclusion and belonging.**

### **KEY RESULTS:**

1. We have established, and communicated to faculty and staff the preferred language and approach to education about diversity, equity and social justice (Target date: 04/15/22)
2. 100% of faculty and staff understand Saint Hilary School's language and approach regarding educations on equity, diversity, and social justice (Target date: 06/15/2022)

# Diversify.

These are the specific objectives for our strategic focus on **diversity in our community**, the key results by which we will measure our success, and the dates we aim to achieve those results.

## **OBJECTIVE:**

**Build Diversity in our Faculty and Staff in support of a culture of inclusion and belonging.**

### **KEY RESULTS:**

1. We have completed a baseline measurement of the make-up of the school faculty and staff as of February 2021 (identifying gender, race, and ethnicity) and current recruiting efforts. (Target date: 5/15/21)
2. We have defined expectations for the diversity of the school faculty and staff and have implemented a recruiting plan to encourage greater diversity of the faculty and staff. (Target date: 12/15/22)
3. We have implemented a plan supporting the retention of a diverse faculty and staff. (Target date: 4/30/22)

## **OBJECTIVE:**

**Build Diversity in our Student Body in support of a culture of inclusion and belonging.**

### **KEY RESULTS:**

1. We have completed a baseline measurement of student body demographics as of February 2021 (identifying gender, race, ethnicity, and socio-economic status) and demographics of the surrounding communities in Southern Marin (Tiburon, Mill Valley, Marin City, Sausalito, and Corte Madera). (Target date: 5/15/21)
2. We have reviewed and revised existing marketing, recruitment, and application materials and processes to better attract and place students from traditionally underrepresented groups. (Target date: 02/15/22)
3. We have implemented a plan for the retention of a diverse student population. (Target date: 4/30/22)
4. We have achieved proportional representation of students from the Southern Marin community in which Saint Hilary is permitted to market itself (Tiburon, Mill Valley, Marin City, Sausalito, and Corte Madera). (Target date: 9/30/2025)

## **OBJECTIVE:**

**Build Diversity in our Volunteer Leadership in support of a culture of inclusion and belonging.**

### **KEY RESULTS:**

1. We have completed a baseline measurement of the demographics of our volunteer leadership groups (TPA, PAB, Finance Council, Parish Council, and other similar groups) as of February 2022. (Target date: 3/31/2022)
2. We have reviewed and revised recruitment, application, and selection processes to support the diversity of our volunteer leadership population. (Target date: 01/31/22)
3. We have updated organizational charter documents and goals to reflect the values of diversity, equity, and social justice at Saint Hilary School. (Target date: 11/15/22)
4. We have established and delivered training on diversity, equity, and social justice at Saint Hilary School for members of volunteer leadership groups. (Target date: 06/15/22)
5. We have achieved proportional representation in volunteer leadership from the surrounding Southern Marin communities (Tiburon, Mill Valley, Marin City, Sausalito, and Corte Madera). (Target date: 9/30/2025)

## **CATHOLIC SOCIAL TEACHING**

The United States Conference of Catholic Bishops describes the key themes of Catholic social teaching as:

**Life and Dignity of the Human Person**

**Call to Family, Community, and Participation**

**Rights and Responsibilities**

**Option for the Poor and Vulnerable**

**The Dignity of Work and the Rights of Workers**

**Solidarity**

**Care for God's Creation**

Learn more about the seven themes of [Catholic Social Teaching](#)

## **IN CLOSING**

This Strategic Plan is the result of the generous participation, wisdom, and effort of many members of the Saint Hilary School community.

We are grateful for the input from our parents, alumni, faculty and staff.

### **Strategic Planning Committee**

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